Competency Overview
What's the Buzz About?

Sample Uses of Competencies

Uses of Competency Model: Example #1 Development Actions

|	Building Negotiation Skills: Development Actions
On the job	▪ Prepare for negotiations by conducting a mock/role play session; practice listening and probing skills ▪ Shadow senior colleagues as they prepare for critical negotiating sessions ▪ Debrief after negotiating session; give/accept honest feedback and apply key learnings ▪ Practice identifying and adapting to a range of specific provider negotiating styles; seek input from colleagues on "best practices"
Coaching/ mentoring	▪ "Sit in" (or listen in) with senior colleagues in negotiation meetings; summarize observations and implications for how to improve personal negotiating style ▪ Engage a partner to provide feedback on maintaining composure under pressure ▪ Seek feedback from your manager on how to handle a challenging employee issue (e.g., strong performer who does not collaborate well); take action and follow up
Formal training	▪ Take a negotiation skills course ▪ Take a sales training course (e.g., listening skills, reading body language, asking effective questions, persuasiveness, closing skills)

Uses of a Competency Model: Example #2 Career Development Maps

Competencies can help define and communicate career opportunities – both lateral and vertical moves
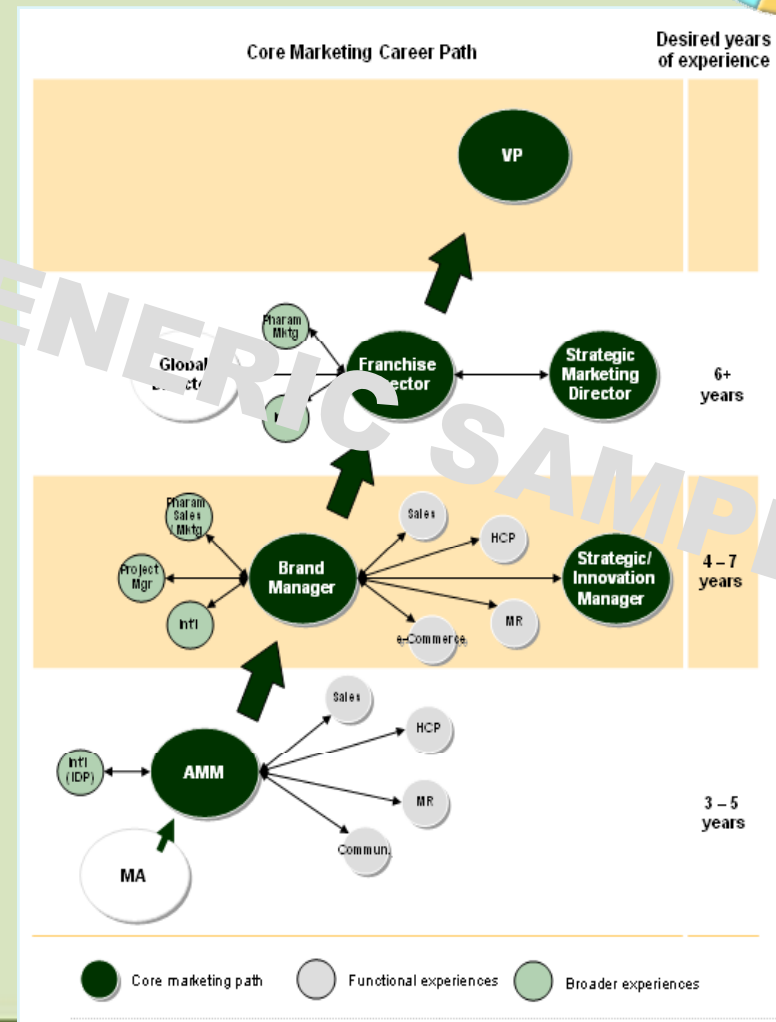
Uses of a Competency Model: Example #3
Performance Management Tools

Performance Management

Many organizations include competencies in their performance management programs to assess "how" employees are performing in their jobs

3. Competencies and Values (How was it accomplished?)	

Planning (Dec/Jan): *Discuss how the values and competencies apply to the employee's position, including the relative importance of each.*

A. Competencies	Rating (see scale below) (SE, EE, ME, NI or NM)
Technical Competence – Demonstrates breath and depth of technical skills and capabilities required for position; shares technical knowledge; sets or contributes to company direction within area of technical expertise.	
Customer Focus – Provides high quality, proactive service to external and internal customers; seeks feedback and is committed to increase customer satisfaction; builds long-term relationships.	
Delivering on Commitments – Meets and strives to exceed all commitments and safety requirements; accepts full accountability; overcomes obstacles; stays focused under pressure; conveys a sense of urgency.	
Creating Value – Meets and strives to exceed performance metrics; facilitates and implements value-added changes; challenges the status quo to stimulate innovation.	
Managing People and/or Projects – Manages collaboratively and coaches others to achieve optimal performance; delegates effectively; praises/rewards contributions; defines clear roles and responsibilities; sets goals and leads initiatives; adjusts plans as necessary.	

Employee Year End Comments on Competencies (Optional)

Manager's Year End Comments on Competencies (Optional; examples required for SE, NI or NM ratings)

Year-End Competency Ratings	Does Not Meet Minimum Expectations (NM)	Needs Improvement (NI)	Meets Expectations (Strong Performance) (ME)	Exceeds Expectations (EE)	Significantly Exceeds Expectations (SE)
	Rarely demonstrates expected behaviors	Usually demonstrates expected behaviors	Consistently demonstrates expected behaviors	Often exceeds expected behaviors	Always exceeds expected behaviors

Uses of a Competency Model: Example #4 Selection – Structured Interview Guides

Competencies provide content that can be converted into selection tools with scoring guides to assist with more effective hiring

1. Developing Market Intelligence

Understanding what's happening out there – society, lifestyles, technology, customers (consumers, dental professionals, retail) and competitors   and turning this intelligence into insights about the market and opportunities for ABC.

Targeted Questions

1. Describe your experience in understanding and predicting needs of your customers.

2. What steps would you (do you) take to stay informed about ABC's competitive market and what new products will help us stay ahead of the competition? What information is important to understand competitors? Give me an example of a nontraditional competitor you would want to learn more about in this role?

3. Give me an example of how you have addressed customer or partner segmentation. What were some of the more interesting findings? Which dimensions were more or less important? How did you apply the lessons learned to business decisions and what was the result?

Developing Evidence	Moderate Evidence	Strong Evidence
▪ No direct examples or describes concepts in very abstract terms ▪ Understands some facts about the market but does not take the time to think through a structure or an approach to actually apply the information ▪ Gets sidetracked on irrelevant issues ▪ Sometimes ignores potential issues among customers	▪ Generally modest examples ▪ Shows some initiative to stay informed of the market ▪ Moderate ability to leverage information on customers and competition to anticipate product needs ▪ Actively researches and organizes market research data to understand customer segments	▪ Demonstrates a deep understanding of customer needs ▪ Takes a structured and analytical approach to solving problems ▪ Ability to think creatively about the competitive market and customer needs ▪ Develops recommendations on marketing strategies based on customer/partner segmentation